Boston University

SCHOOL OF
SOCIAL WORK

LIBRARY

Gift of

Author

Thesis
Beverly
1941

4771-1

BOSTON UNIVERSITY
SCHOOL OF SOCIAL WORK

THE NATURE AND FUNCTION OF THE CHARLES HAYDEN GOODWILL INN WITH SPECIAL EMPHASIS UPON ITS CASE WORK

A Thesis

submitted by

Carleton H. Beverly

(B.S. St. Lawrence University, 1939)

in partial fulfillment of requirements for
the degree of Master of Science in Social Service

1941

LIBRARY
BOSTON UNIVERSITY
SCHOOL OF SOCIAL WORK

School of Social Work
Nov. 10, 1941
149

Approved by

First Reader Richard K. Conant

Second Reader Jennette R. Gruener

TABLE OF CONTENTS

Introduction

Chapter Page

I Developmental History 1

I Development from September 1932 to September 1939 1

A. Beginnings 1

B. Housing facilities 3

C. Program progress 5

D. Types of boys the Goodwill Inn attempted to serve 7

E. Types of programs offered 9

F. General philosophy behind the work at the Goodwill Inn 10

II Development from September 1939 up to and including the present set-up 13

III Development of the clinical approach to case work problems at the Inn 15

A. Changes in emphasis 15

B. Development of the clinical approach . . . 16

C. Development of the Junior Staff concept 20

II Organizational set-up and general duties of the staff 23

I Policy and control level 23

Chapter Page

II Operating level 23

III Survey Material 27

IV The Function of the Case Worker 37

V Case Illustrations 45

VI The Place of the Institution in Child Care 61

VII Present Resources of the Inn 71

VIII Conclusions and Recommendations . l 84

LIST OF TABLES

Table Page

1 Source of referrals 33

2 Length of Stay at the Inn 33

3 Age distribution 34

4 Geographical distribution 34

5 School environment 35

6 Religious distribution 35

INTRODUCTION

For the past ten months the writer has been connected with the services that are offered to mid-adolescent boys by the Morgan Memorial. For three months he served as a counselor and case worker at the Charles Hayden Goodwill Village, South Athol, Massachusetts. The writer spent approximately seven months at the Charles Hayden Goodwill Inn, Boston, Massachusetts where he lived and worked as a student case worker.

During this period the writer was carrying out the field work requirements of the Boston University School of Social Work. While at the Inn the writer was able to make a study of the nature and function of the agency. He was also able to read and study many of the case records. From these records ten cases were selected which would serve to demonstrate the complexity of the case work problems which the Inn attempts to meet. The writer has been personally responsible for four of these cases and has been in close contact with the adjustment progress of the other six.

The writer is greatly indebted to staff members and boys, since they provided him with valuable information concerning the function of the Inn. From this information he was able to supplement his own observations and experiences and to partially substantiate his statements.

CHAPTER ONE-----DEVELOPMENTAL HISTORY

I. Development from September 1932 to September 1939[1]

A. Beginnings

At a monthly meeting of the Boston Council of Social Agencies in the fall of 1932, a Traveler's Aid worker advocated the establishment in Boston of a temporary home for boys and young men who had drifted into the city. This worker declared that inexperienced boys from the ages of fifteen to twenty-one were being exposed to the hardened philosophies and practices of transient and homeless men, who posessed degrading habits. The boys were compelled to listen to stories which were apt to have a bad influence upon them while they were in their impressionable and formative years. The number of these boys who were being sent to men's shelters was increasing in an alarming fashion. It was essential that some plan be constructed for them as soon as possible. Boys at the men's shelters could not receive individual attention, which is so essential if

---

[1] For the body of the material in this chapter I am indebted to pamphlets written by Dr. Emil M. Hartl, Director of the Goodwill Inn. These pamphlets, which bear no date are:
Charles Hayden Goodwill Inn for Boys
Something New in Camping
Goodwill House
The Goodwill Inn Boys' Project
In addition much of the material was gained from personal conferences with Dr. Hartl.

boys are to be weaned away from degenerating influences.

> There was needed a 'homelike' place for boys in which friendly interest---not derision; encouragement---not criticism; counselling---not condemnation; stabilization and not expulsion, prevailed.[2]

The desirability of such a service to wandering boys was readily accepted, and Mr. Fred. C. Moore of Morgan Memorial presented the idea to the Massachusetts Housing Association and to Morgan Memorial. December 5, 1932 marked the beginning of the Goodwill Inn, the first and only Boston home for transient and homeless boys and young men between the ages of fifteen and twenty one years.

> On this occasion two boys, one from Pennsylvania and the other from Western Massachusetts were referred to the Goodwill Inn by the Traveler's Aid Society of Boston. Here they were fed, clothed and sheltered and made to feel perfectly at home in a 'Fire-place-centered-cottage-home'. Here they were encouraged to share their problems, to visit places of employment, and generally to seek to establish themselves. During this time the Traveler's Aid Society carried on an extensive investigation of the home conditions and the past history of each boy.[3]

The outcome was that one boy was sent back to his home. The changed family attitudes and the new attitude of the boy resulting from counsel and encouragement made this move homeward advisable and possible. The other boy remained in Boston and we (the Goodwill Inn) built a longer time program for him. The home resources and conditions

---

[2] Emil Hartl, The Goodwill Inn Boys' Project, p.1
[3] Emil Hartl, Goodwill House, pp. 4&5.

were such that it was highly inadvisable to attempt to return him to his home. After three years of care and backing he was satisfactorily located in a business concern. Thus we see the simple start of what was to become a very complex endeavor.

B. Housing facilities

During the development of the Goodwill Inn many housing changes took place. The original Goodwill Inn at 35 Kirkland Street was composed of a small six-room tenement house with a maximum capacity of fifteen boys and with inadequate facilities for discovering and meeting needs. The second Goodwill Inn was located at 26 Kirkland Street, in a house purchased by the Massachusetts Housing Association. The capacity of this place was eighteen, but often as many as twenty-two were crowded in. The demand for room became so great that in the summer of 1934 the Seavey Seminary Settlement of Morgan Memorial was taken over until three tenement houses at 32,34, and 36 Kirkland Street could be renovated and repaired up to the limit of their possibility by the Massachusetts Housing Association. The maximum capacity of this project was 36, but again many more boys were sent to live here than could be comfortably housed. At times as many as fifty boys were crowded in. This new set-up represented a great advance, however, although it was still very inadequate especially with regard to recreational and athletic facilities.

When the late Charles Hayden died, money which he left for boys' work was set aside to establish the "American Youth Foundation." The enormous task of administering this fund was left to a governing board of which J. Willard Hayden, a prominant citizen of Boston and brother of the late Charles Hayden, is president. The endeavors of the Morgan Memorial Goodwill Inn to minister to the needs of transient and problem boys came to the attention of J. Willard Hayden, and after an examination of Morgan Memorial by his assisting board, assurance was given that a new building would be provided for this work. The ground for this new building was broken April 26, 1938; the corner stone was laid July 9, 1938; and dedication exercises took place October 25, 1938.

This new building is seven stories high and is fireproof throughout. The basement contains two bowling alleys, a hobby room, a small laundry for the boys and another laundry for families of the staff. The first floor contains offices, lounge and conference room. The second floor contains a dormitory which can accomodate thirty eight boys. The floors above contain double rooms which together with the dormitory can accomodate a top capacity of eighty boys. The sixth floor contains a gymnasium which extends two floors up. It can be used for athletics, banquets, or dances. Space for living quarters

is also provided for families of the Director and Assistant Director.

C. Program progress

Being a new and experimental agency and in the process of expansion it was only natural that programs and program policies underwent frequent changes. The leaders of the organization had many aims and purposes in mind, but they often had to wait for the appropriate time before these ideas could become reality situations. New situations arose, and as a result new programs were formulated and put into practice.

> From its inception the Goodwill Inn was a cooperative enterprise. The housing needs of the boys were supplied by the Massachusetts Housing Association. This included rent, light, heat, supervision and other matters appertaining to the task of sheltering. Morgan Memorial supplied clothing and food, (later each referring agency helped to furnish each boy with food), recreation and general supervision of the project.[4]

The Transient Program of the Inn cooperated with the Federal Government by handling all of their boys from fifteen to twenty one years of age. The case-work investigation and planning of a future program were largely contributed by the referring agency, among whom the Traveler's Aid Society was by far the most prominent. In the years that followed the Goodwill Inn was called upon more and more

---

[4] Hartl, *The Goodwill Inn Boys' Project*, *op.cit.*

to assume case work responsibilities, and in some instances it bacame solely responsible for the future program of the boy. Service to the transient boy was still an important feature of the work, but there followed a decrease in the number of transients to be served. The work of the Inn gradually began to respond to newly discovered needs in proportion to resources available with which to respond. It was soon seen that not all contacts with the Inn would be or should be short term contacts, and thus programs had to be developed to serve boys who might remain at the Inn for a term of months. Necessarily, the longer term programs called for changes in physical equipment, in the personnel, in the social and recreational facilities and in the facilities for work programs.

Formerly the Traveler's Aid Society was sending about forty-five percent of the total number of boys received. The Federal Transient Service Center was sending about forty percent. Other social agencies were sending the balance. Gradually less and less transients appeared and a larger number of boys were referred by a great variety of Boston social agencies. The type of care extended to these boys referred by the Boston agencies was determined by the nature of the boys' problems and by the type of cooperation which the referring agency wished the Goodwill Inn to give. Thus, one can readily see that the Goodwill began to serve

boys who were referred by the different social agencies for a great variety of reasons.

The writer would like to touch upon a few of the more outstanding groups of boys sent to the Inn before the fall of 1939 and describe briefly the programs which attempted to meet the needs of these boys.

D. Types of boys the Goodwill Inn attempted to serve

1. The transient boy

Since the Inn was originally set up for transient boys it, of course, worked with these giving them an opportunity for shelter, recreation, and counsel. In some instances boys were given a chance to work for much needed clothes. The Traveler's Aid Society gave board, investigated the situation and provided transportation home if the boy had a home and if it seemed advisable to return him to it.

2. The homeless boy

Increasingly the Goodwill Inn was asked to deal with the boy who was too old for home placement and yet too young for adult work. Many times Goodwill Inn served as a temporary home while future plans were being arranged. A boy might get a local job and live at the Inn, or he might be placed at work which would necessitate his removal from the Inn. Often this type of boy stayed at the Inn for a long time due to circumstances which might make for difficulty of placement. Boys who had adjusted unsat-

isfactorily in foster homes were often sent to the Inn pending future home placement. This group is comprised of boys who are or have been under the jurisdiction of the Division of Child Guardianship.

3. The parole and probation boy

The Goodwill Inn was both eager and willing to open its doors to the boy on parole and the boy on probation. The Massachusetts Boys' Parole Board sent boys to the Inn to be housed temporarily until they could be established in a permanent program suitable to their needs. Many of these boys had no homes to which to go. Many do not want to go home, and many are not wanted at home. The Inn offered housing and supervision to these boys.

4. The generally underprivileged boy

The underprivileged boy looked to the Inn as a place where he might be given a boost along his desired lines of interest. Problems of large families, broken homes, feeble-minded parents and drunken relatives certainly prevent boys who contact them from realizing goals long sought after. At the Inn boys of promise received a chance to get ahead in the world.

5. The special program boy

The Inn has made an effort to help the boy who is confronted with a special psychological, vocational or social problem. The Inn received many such special cases.

E. Types of programs offered

1. School-work program

Boys who were on part time or specialized school programs often were engaged in industrial work in the Morgan Memorial Goodwill Industries. Full time school boys did not have the time demanded by the industrial work. Boys who profited by it could get specific industrial training as well as receive money for tuition, room and board while going to school. Some boys on school programs carried on leadership such as assuming responsibility for gymnasium activities, scouts, and general office work. Some school boys worked on pure maintenance programs. Other boys were able to earn extra cash by work under the National Youth Administration.

2. Working boys' program

Arrangements were made whereby a boy not fit for or interested in school might work in the Morgan Memorial Goodwill Industries. The money earned would help the boy pay his way at the Inn and help to provide him with money for clothes. Early in the discussion mention was made of the use of the Inn by the Massachusetts Boys' Parole Board. A select number of Massachusetts Boys' Parole boys were offered a chance to work until they could find a more satisfactory living or work placement. These boys were not encouraged to remain at the Inn once it was felt that

they could assume an independent basis of living. Boys who earned small wages at outside jobs often found the Inn a place where they could receive low cost board and rooms.

3. The short term program

This program provided for boys referred by agencies who wished temporary home for a boy while future plans were being formulated for him.

4. Camp program

In 1933 Goodwill Boys' Camp was established in South Athol, Massachusetts where Morgan Memorial has many camps. The camp was made up of transient and homeless boys. At this time the Civilian Conservation Corps and the National Youth Administration programs had not been organized, and the camp attempted to meet needs now met by these two programs. The boys worked for maintenance and extra cash. Later the camp received boys sent from the various social agencies of Boston. These agencies sent problem boys who they felt would profit from such experiences as the camp offered.

F. General philosophy behind the work at the Goodwill Inn

From the preceeding descriptions one can see that the Goodwill Inn originated spontaneously and that it underwent many changes in regard to types of boys served, types of programs set up to cater to changing needs and types of housing accomodations. This process of change and expansion

meant that the philosophy underlying these attempts was also being formulated as new situations presented themselves to the institution. Like the Inn itself the philosophy began as a desire to serve a specific group. As more and varied demands were made upon the Inn the philosophy began to unfold along with these demands. The philosophy gradually began to embrace more and more social work concepts. The people responsible for the operation of the Inn saw new service opportunities presented to them. They were both eager and quick to transform these potentialities into functioning programs.

The philosophy quite naturally contained the idea prevalent in social work that it is essential to posess certain kinds of data if we are to help the individual who needs the services we have to offer. The following is a brief account of the data essential to case work at the Inn. It was felt that physical factors play an enormous part in the adjustment of individuals, consequently, information regarding past and present health situations of boys was sought. The Inn endeavored to gather adequate social histories, which gave information regarding family situations, school and court records, and significant life experiences. It was felt that frequent interviews and case conferences were essential for purposes of determining future programs of these boys.

Those in charge of meeting the needs of these boys felt that they must help the boy to understand himself and his problems. They felt that close association with mature staff people would enable boys to profit from mature ideas, mature personalities and stable individuals. It was felt that such close associations would enable the boy to take away with him helpful methods of dealing with the life situations to be met. It was held that group contacts and group living were effective means by which boys could learn to get on with their competing fellows. It was hoped that life at the Inn would prepare them for adjustment in the larger group, namely the community. Boys at the Inn were not in a position which would free them from work, consequently they were constantly faced with work. The staff looked upon work programs as being beneficial to character growth and responsibility.

Spiritual values were considered to be an essential counterpart of a mature and happy personality. Thus attempts were made to interest boys in religious concepts, values and loyalties. Boys were urged to attend church and to interest themselves in the teachings of Jesus.

In tracing the history and development of the Inn we have seen an agency begin as a small yet worthwhile venture and expand to become a large complex endeavor attempting to meet the needs of many types of boys.

II Development from September 1939 up to and including the present set-up

If one will refer to the first section of the Developmental History he will notice that mention is made of the fact that during the first years of the Inn's existence case work with boys was largely handled by the referring agencies. The Goodwill Inn merely provided food and lodgings. As time went on agencies began to demand care for boys on a permanent case work basis. Instead of doing supplementary case work the Inn found that it was being asked to plan the future program of the boys. This meant that the Inn needed a case worker if it was to meet the challenge of intensive case work. In the fall of 1938 Mr. Ashton Tenney, then a graduate student in social work at Boston University, began case work at the Goodwill Inn under the guidance and supervision of the director of Goodwill Inn. In June, 1939, this student received his degree of Master of Science in Social Service at Boston University and was then hired as a full time case worker by the Goodwill Inn. A t that time the director was also engaged in part time case work.

It is well to remember, in light of the previous discussion that when the present building went into operation in the fall of 1938 no new programs for meeting the needs of boys were instituted, but rather new methods were instituted which would make the previously established

programs more meaningful and more helpful to the boys referred. The use of better methods and standards for carrying out the programs proved helpful to cooperating agencies who were beginning to send boys to the Goodwill because of the therapeutic possibilities offered. Many social agencies saw that the Goodwill Inn was eager to accept all types of problems, and consequently there arose a rapid increase in the number of referrals. By 1940 the Inn had received referrals from 50 different agencies. Originally the Goodwill Inn was primarily a housing project; it now became a character building enterprise.

The whole development of the Inn is marked by the fact that it continually instituted new phases of social work wherever and whenever the need presented itself. The case worker was called upon to meet an ever increasing variety of boys and their accompanying problems. The case worker and the Goodwill Inn even began to work along lines of preventing transiency. Often a boy who was a continual runaway from home was sent to the Inn until some future plan could be worked out for him by the referring agency in cooperation with the Goodwill Inn.[5]

The writer previously explained that at first the Inn merely carried out case work which was supplementary to the

---

[5] Annual Report to the General Advisory Committee for the Charles Hayden Goodwill Inn, 1941.

case work of referring agencies and that later it was called upon to do intensive case work itself. As a result of this shift in case work emphasis the Inn began to do intensive case work with boys sent by agencies such as the Division of Child Guardianship and the Massachusetts Boys' Parole, which have such large case-loads and are unable to give their clients adequate attention, guidance, and supervision.

When many referrals came to the Inn from social agencies located either outside the city of Boston or in the more remote sections of Boston it became more advantageous to the boy to have the Inn assume the major case work responsibilities. Of necessity the Inn became involved with both intensive and non-intensive case working agencies, and thus it became involved in case work problems which demanded both intensive and non-intensive treatment.

III. Development of the clinical approach to case-work problems of the Inn

A. Changes in emphasis

Because of the need for dealing more intensively with each boy referred to the Goodwill Inn Dr. Emil Hartl felt that the Inn staff should be in possession of a frame of reference which would aid them in attempting to meet the individual needs of Inn residents. He felt that the Inn should know all it could about a boy before the boy entered upon a long term program at the Inn. It became the hope that the Inn would become an intensive clinical and case-work effort.

Likewise, it was hoped that a good diagnostic effort would greatly facilitate the planning and carrying out of case work efforts since many boys who came to the Inn represented such poor stock that to allow them to remain at the Inn on a long term basis would prove of little value. In these latter cases the Inn was desirous of directing them to other community resources which might be better able to assist them in adjusting to their environment. It was suggested that the proposed clinic should be open to all Inn residents and that all residents might pass through the clinic if the referring social agencies were willing. Emphasis was placed upon the fact that every effort would be made to utilize the resources already available in Boston for the observation and study of boys. There was no intention or interest in developing a clinic which would duplicate other efforts in the city. The interest of the Inn was to specialize as far as possible, and to supplement the services available elsewhere in Boston.

B. Development of Clinical Approach

In the fall of 1939 the Morgan Memorial Youth Guidance Clinic was instituted by Dr. William Sheldon, who was then carrying on research at Harvard and who has recently taught a course in constitutional psychology there. He was hired by the Inn to be the case diagnostician. It was felt that Dr. Sheldon's constitutional clinic approach to the understanding of the problems of personality adjustment was the

best approach since it embraced anthropological, physiological, and psychosocial factors.

Under Dr, Sheldon's plan a boy passing through the clinic is photographed under very carefully standardized procedures.[6] The photograph is measured in the laboratory, and the physical diagnosis is made. A complete medical examination is given, a number of psychometric tests are given. A social history is gathered. Dr. Sheldon then takes the collected data and interviews the subject. He then gives a tentative temperamental diagnosis. After these initial investigations and measurements are taken a diagnostic summary is given with recommendations for treatment, as well as a statement of the prognosis. This last statement is not to be taken literally, however, but rather in the realization that it is a tentative prognosis and therefore subject to possible changes. The tentative prognosis serves as a guide for those who have to deal with the adjustment of the boy once he has been seen by the clinic.

Each boy seen by the clinic is tentatively classified into one of five grades. It is assumed from the outset of the classification that a boy may pass from one grade to another depending upon the degree of successful adjustment which he makes to future life situations with which he may be faced. The tentative grade classification is as follows:

---

[6] For the following see William H. Sheldon, Varieties of Human Physique (New York, Harper Brothers 1940)

Grade 1.

A grade one boy is considered to be exceptionally endowed and capable of making valuable contributions to society through perhaps medical research, psychological research and exploration. This grade boy should be encouraged to strive toward graduate school work.

Grade 2.

A grade two boy is regarded as having sufficient endowment and self-discipline to enable him to enter one of the professions, such as medicine, ministry, college professorship, exceptional business and industrial management, etc.

Grade 3.

A grade three boy is capable of doing college level work. He might become an engineer or architect. This grade boy will undoubtedly make a good citizen and contribute much in the areas in which he has acquired skill.

Grade 4.

A grade four boy is able to do only relatively unskilled labor without supervision and in a dependable manner. He may become a street car motorman, truck driver, crude carpenter, or painter.

Grade 5.

A grade five boy is probably unable to cope with life situations and may be expected to be institutionalized either intermittently or permanently. This type of boy needs constant supervision. Undoubtedly, he will always be an open case in the records of some private or public agency.[7]

It is also well to point out that the Inn is interested in the quality of adjustment that a boy reaches in the primary interest and activity fields of civilization. Numerous books have been written concerning the nature and

---

[7] Annual Report to the General Advisory Committee (1941), unpublished.

the value of such fields to individuals as they pass their lifetime. The range of this written material extends from the sexual interpretations of Freud to the four great wishes of W.I. Thomas. It has been suggested that from the beginning of time there has been a progressive development from so-called primal needs to more refined and so-called civilized needs.[8] These various needs may be called human interest and activity fields. Dr. Sheldon in his book, Psychology and the Promethean Will classifies these fields into what he calls psycho-social areas of interest. In the order of their evolutional development these are: 1. Economic sustenance,food, money, work, luxuries, etc.; 2. Social relationships, people, institutions, society at large; 3. Sexual relationships, biological reproductions, individual sex expression, individual sex philosophy, etc.; 4. Orientational and time perspective, ideals immediate and distant personal goals, human social objectives, history, philosophy, time, etc.; 5. Aesthetic-recreational, sensitivity to inanimate things and artifacts, sensitivity to people and living things, fineness of sexual consciousness, sensitivity to toleration of conflict, human principle, etc. As one becomes older and more mature each of these areas should become more refined in each individual.

---

[8] William H. Sheldon, Psychology and the Promethean Will (New York, Harper Brothers 1936), PP 106-121

We may sum up the clinical approach to the study of boys at the Goodwill Inn by saying that the Morgan Memorial Youth Guidance Clinic attempts to: 1. Help the case workers of the Inn make up their minds about a boy; 2. Help other social agencies to make up their minds about a boy; 3. Help the boy to make up his mind about himself.[9]

C. Development of the junior staff concept

If the Goodwill Inn was to accomplish its aim of providing intensive case work service it was only natural for it to seek to improve the quality of its personnel. Consequently the fall of 1939 witnessed the establishment of the junior staff. This staff was composed of graduate students whenever possible since it was held that being older and well-educated they would serve as stable and secure personalities with which the boys would associate. It was hoped that contact by the boys with older, stronger, more mature people would provide a well of resources in which they might find character traits which they could take unto themselves and thus help themselves to adjust to the community of life outside the Goodwill Inn. This noble aim comes from religious motivation, which is the fundamental concern of all Morgan Memorial enterprises. Plans were made whereby these graduates would recieve their room and cash to use for board. The Inn was glad to help these deserving students to continue their course of

---

[9] Annual Report(1941), op. cit.

studies, and in return the students were expected to put in a minimum of twenty hours of work a week in the type of work for which each was engaged. It was proposed that some of the junior staff members might live as roommates with boys who had special personality problems or who found difficulty in adjusting to other individuals. As a roommate a staff member could give kindly advice and discipline and gather data on a given individual which might contribute to a more adequate diagnosis of his adjustment difficulty.

The 1940 junior staff is made up of two third year Tufts medical students, approved by State authority to carry out the function of the medical clinic; a student case worker, who is carrying out his second year field work requirements of the Boston University School of Social Work; an assistant to the Morgan Memorial Youth Guidance Service, who is also a second year student in the Boston University School of Social Work and doing his field work at the Boston Psychopathic Hospital; a recreation and social leader, who is a first year student at Boston University School of Social Work; a coordinator, who is also a first year student at the Boston University School of Social Work; a physical education director, who is working for a Masters degree in Physical Education at Boston University; a dormitory supervisor, who is attending North Eastern; an educational advisor, who is working for his master's degree at the

Harvard University School of Education; an administrator of psychological tests, who is attending Boston University, and a full time work supervisor, who is taking a three year course in heating and ventilating engineering.

CHAPTER TWO-----ORGANIZATIONAL SET-UP AND GENERAL DUTIES OF THE STAFF

1. Policy and control level
    - A. Morgan Memorial Board of Directors

      This board formulates policies for all Morgan Memorial enterprises.
    - B. Advisory Board of the Charles Hayden Goodwill Inn
        1. This board is made up of members of the Morgan Memorial Board of Directors and selected senior staff members of the Charles Hayden Goodwill Inn.
        2. This board formulates policies of function and control which directly concern the operation of the Charles Hayden Goodwill Inn.
        3. In special instances this board may wish to let a decision rest in the hands of the whole Morgan Memorial Board of Directors.

II. Operating level
- A. Director
    1. Administration of the Inn.
    2. Interviewing of the boys.
    3. Carrying on case work functions.
- B. Senior Staff
    1. Assistant to the Director
        - a. Management of finances.
        - b. Supervision of work programs.
        - c. Supervision of Inn property.

2. House control officer
    a. Supervision of meal.
    b. Charge of mail.
    c. Registrar.
    d. Contacting agencies on minor matters.
    e. Meeting visiting laymen and social workers.
    f. Charge of switchboard operation.
3. Case worker
    In charge of coordinating case work and group work relationships within the Inn.
4. Recording and corresponding secretary
5. Night supervisor
    In control of Inn all night.

C. Junior staff

1. Student case worker
    a. Duties the same as those of regular case worker except for administration of case work and coordination of group and case work. (Function of case work to be described in detail.)
    b. Rooming with a boy who presents some particular personality problem for purposes of observation and study.
2. Assistant to the Youth Guidance Clinic
    a. In charge of clinic equipment

   - b. Assistant photographer.
   - c. In charge of clinic records.
3. Student psychometrist
   Administration of psychological tests at request of case workers.
4. Educational counselor
   - a. Planning educational programs of boys.
   - b. Visitation at school.
   - c. Supervision of attendance.
   - d. Supervision of study.
5. Social activity leader
   - a. Organization of social functions.
   - b. Personal supervision of bowling, pingpong, pool, hobbies, crafts, tournements, checkers, outings and discussion groups.
6. Physical education director
   - a. Organization of gymnasium schedules and tournaments.
   - b. Arrangement of contests with athletic teams outside the Inn.
   - c. Personal supervision of gymnasium activities.
7. Coordinator
   - a. Catching up on loose ends.
   - b. Encouraging individuals to participate in house activities.

   - c. Helping in leadership of group activities.
   - d. In charge of house calendar.
   - e. Making reports on observations of the various working relationships of the Inn.

8. Medical workers
   - a. Giving admission examinations.
   - b. Completing physical examinations.
   - c. Carrying out minor first aid treatment.
   - d. Suggesting referrals to an outside resource for treatment.
9. Dormitory supervisor
   - a. Supervision of boys sleeping in the dormitory.
   - b. Reporting on significant behavior manifestations
10. Work supervisor
    - a. Assigning boys to specific tasks within the Inn.
    - b. Supervising carrying out of assigned work.

CHAPTER THREE-----SURVEY MATERIAL [1]

The writer feels that it may be easier for the reader to grasp the scope of the work of the Charles Hayden Goodwill Inn if he includes the following survey material. The following material has not been gathered by carefully regulated statistical methods and thus is not one hundred per cent correct. Much of the material has been gathered by other members of the staff and is the result of their estimations.

In 1939 the Inn offered its services to three hundred ninety five boys. In 1940 it offered its services to five hundred sixty eight boys. The data which the writer has included is almost wholly concerned with the nine hundred sixty three boys who were served in 1939 and 1940. The writer has also listed all the agencies which have referred boys to Goodwill Inn since it was organized in 1932.

---

[1] Unpublished Records of Charles Hayden Goodwill Inn

Societies which have referred boys to the Charles Hayden Goodwill Inn.

- A. Family agencies
  1. Associated Charities of Lynn
  2. Boston Family Welfare Society
  3. Catholic Charitable Bureau
  4. Jewish Family Welfare Society
  5. Lowell Social Service League
  6. Lynn Adult Mental Hygiene Clinic
  7. Massachusetts Department of Public Welfare
  8. Morgan Memorial
  9. Providence Family Welfare Society
- B. Children's agencies
  1. Boroughs Newsboys Foundation
  2. Boston Juvenile Court and others
  3. Child Aid and Protection Society, Manchester, New Hampshire
  4. Child Welfare Division of Massachusetts
  5. Child Welfare House of Lynn
  6. Children's Aid
  7. Children's Friend Society
  8. Children's Mission to Children
  9. Church Home Society
  10. Division of Child Guardianship

11. Judge Baker Child Guidance Center
12. Massachusetts Boys Parole Board
13. National Youth Administration
14. New England Home for Little Wanderers
15. Society for the Prevention of Cruelty to Children
16. Trinity Neighborhood House

C. Federal or Hospital

1. Boston City Hospital
2. Boston Dispensary
3. Boston Psychopathetic Hospital
4. Federal Transient Service Center
5. Gardner State Hospital
6. Massachusetts General Hospital
7. Massachusetts Memorial Hospital
8. Medfield State Hospital
9. Robert Bent Brigham Hospital
10. Westboro State Hospital

D. Individuals

1. General clergy

E. Others

1. Adult Parole
2. Boston City Police Department
3. Boston Guild of Hard of Hearing
4. Central Application Bureau
5. General Probation Services

6. Industrial Aid
7. Massachusetts Society of Mental Hygiene
8. Quincy Court
9. Traveler's Aid Society
10. United Prison Association

The Inn has accepted boys for many reasons. The following table lists the most prominent reasons why the Inn has taken boys for care.

Reasons for intake

1. Transient care
2. Temporary care
3. Low-cost dormitory lodging(while awaiting first week's pay or while trying to "get on one's feet" on a low wage job)
4. Semi-supervised living
5. Observation and study
6. Cooperative case-work treatment
7. Vocational guidance
8. Industrial training
9. Educational program

It is difficult to type any boy and the following table is called types of boys referred with a view toward simplification only. For purposes of administration it is advantageous to list them as the following types.

Types of Boys referred

1. Transient boys
2. Homeless boys
3. Parole and probation boys

4. Boys who for numerous reasons cannot live at home
5. Special problem boys
6. Generally underprivileged boys

The Inn has a number of disposal possibilities and the following table includes only the most prominent ones. The table serves to show that although the Inn seems to have many outlets for boys it has few which place the individual in a position of independence.

Disposal Possibilities

1. Private case-working agencies
2. State child-caring and Public Welfare Agencies
3. Jobs in industry
4. Private employment
5. A.W.O.L.
6. Home by Traveler's Aid
7. Home through own initiative
8. Road
9. State correctional homes
10. Prison
11. Court
12. Governmental service(N.Y.A., C.C.C., Army, etc.)
13. Commitment to State hospitals

The writer has listed all the agencies which have referred boys to Goodwill Inn. Some agencies refer boys more frequently than other agencies. Following is a table showing the approximate proportion of boys referred by some of the more prominent referring agencies.

Table 1.

Source of referrals

Referring agencies	% in 1939	% in 1940
Traveler's Aid Referrals	50 .	35.
Massachusetts Boys Parole	8.	9.
Boston Psychopathic Hospital	3.5	3.
Division of Child Guardianship	3.	10.
Family Welfare Societies	2.	1.
All others	33.5	42.
Totals	100.	100.

The following table serves to indicate the length of stay of boys who have been served by the Inn during 1939 and 1940

Table 2.

Length of stay at the Inn	% in 1939	% in 1940
One to seven days	55	43
Eight to fourteen days	13	11
Fifteen to thirty-one days	13	14
Thirty-two to one hundred eighty days	14	26
One-hundred-eighty days or more	5	6
Totals	100.	100.

The following table serves to demonstrate the approximate age distribution of boys referred to Goodwill Inn. The table indicates that the Inn tends to serve mostly mid-adolescent and post-adolescent boys.

Table 3

Age distribution	% in 1939	% in 1940
Fifteen years and below	8	7
Sixteen to twenty-one years inclusive	75	66
Over twenty-one years	17	27
Totals	100	100

Table VIII

The following table is significant in that it points out that the Inn has had contact with many boys from outside Massachusetts although most of the boys coming to the Inn call Massachusetts their home state.

Table 4

Geographical distribution	% in 1939	% in 1940
New England States	82	73
Boys from areas outside of New England and in the United States	18	27
Massachusetts	65	54
New York	10	9
Maine	8	8
New Hampshire	3	2
Pennsylvania	2	3
Other states	12	21
Canada		3
Totals	100	100

The following table points out that most of the boys served greatly lack in formal education

Table 5

School achievement	% in 1939	% in 1940
Eighth grade and below	30	34
Dropped out during high school	50	38
High school graduates	18	15
College or special training	2	13
Totals	100	100

The following table is significant in that it appears to show that social ills effect people of one religious sect as frequently as they effect people of other religious sects.

Table 6

Religious distribution	% in 1939	% in 1940
Roman Catholic	43	46
Protestant	43	45
Greek Orthodox	2	
Hebrew	1.5	3
None or no information	10.5	6
Totals	100	100

Table XI

The following table merely lists the ways in which care is financed for a boy while he uses the Inn facilities.

Financing of maintenance for Inn

1. Boys pay themselves
2. Boys work at Inn for maintenance
3. Partial or complete payment by the referring person or agency.
4. Morgan Memorial Work Relief Account

CHAPTER FOUR-----THE FUNCTION OF THE CASE WORKER

When a boy comes to the Inn he is registered either by the Intake Officer or, after five P.M., by the night supervisor. At this time rules and regulations of the Inn are explained to him. He is referred to the medical clinic for a house admission examination. He is assigned to a case worker who becomes his guide counselor during the remainder of his sojourn at the Inn. All admissions other than those which come from agencies which have already established case working relationship with the Inn must be approved by the director, Dr. Emil M. Hartl.

The case worker is solely responsible for the complete program of the boy on his case load. In the words of Dr. Emil M. Hartl,

> The case worker is the 'personal worker' to whom the boy may always look for guidance, counsel, interpretation of his situation; he is a friend, a father confessor, a priest, a guide, a 'brother in bewilderment' and a disciplinarian. It is the function of the case worker to be to the boy what the boy apparently needs most, and to be that as skillfully as his schooled and sharpened insight and intuition and his own constitutional pattern may qualify him. [1]

The case worker quite naturally practices the routine case work procedures interviewing, recording, record reading, contacting other agencies, etc. In this section, however,

---

[1] Emil M. Hartl, Unpublished Notes

it is not essential nor of value to discuss them specifically.

The Inn recieves various types of boys with differing personality problems from many contrasting agencies, but for purposes of case work function the boys have been put into separate groupings. Accordingly it may be said that the Inn serves the following three groups: the temporary, the vocational, the educational. A boy once placed in any one of these groups may shift to another group at a time most expedient for him. Quite often a boy finds it advantageous to transfer from an educational program to a vocational program or vice-versa. Some boys who have spent a long time at the Inn have passed from the temporary group through the vocational to the educational. The point which the writer wishes to emphasize is that boys are not narrowly categorized. The writer previously said that the clinic classified boys into tentative grades and also gave tentative prognosis. This tentative nature cannot be emphasized unduly because in our case work we are ready to accept changes and are aware that unforeseen vicissitudes may appear in the adjustment of an individual at any phase of his residence. Just because it is felt that the prognosis of a boy is poor it does not mean that we will wholly discourage him from attempts to succeed at higher levels of adjustment. Encouragement at opportune moments may prove to be strongly supportive to a boy who has come to feel disatisfied with his status. If

he is tentatively graded as a class III boy we are pleased if he wishes to raise his sights higher, but we should not give him false stimulation which may prove fatal. If a boy appears to set his goals too high it is obligatory that he become cognizant of the possible limitations concurrent with the instigation of a program which demands intensity of effort and the application of facilities which may be lacking from the individual's potentials.

Once a boy has passed through the clinic efforts are made to carry out suggested plans for the boy's future adjustment. If a boy remains at the Inn he has an opportunity to experience group living and to engage in group activities. Because of a variety of circumstances not all boys coming to the Inn pass through the clinic, but these boys are also exposed to the experience of group living and have an opportunity to engage in group activities. Some boys are sent to the Inn for purposes of observation and study. After they have been at the Inn a specified period and after they have passed through the clinic a case conference is held. The period prior to the case conference consists of a period in which these boys are also exposed to the experience of group living and have an opportunity to engage in activities. Thus, from the above one can easily see that the experience of group living and group activities serve as exceedingly useful case work aids.

It is the moral obligation of the case worker at all times to be aware of the degree to which his boys are succeeding in making satisfactory adjustment to the pressures of group living. The case worker must also posess knowledge concerning the degree to which his boys participate in the activities offered. From time to time the case worker must provide an opportunity for the boy to discuss and mull over his adjustment and program progress. Such conferences between the worker and the boy must provide an opportunity for the ventilation of grievances which the boys may entertain. It is the function of the case worker to guide the boy constantly along social channels which seem both beneficial and satisfactory to the boy and to the larger community outside the Inn.

To accomplish accepted goals the case work cannot function successfully without the cooperation of other staff people. It is from the observations of other staff members that the case worker is able to be aware of data which he himself might not perceive. Often the mere fact that another staff worker is not specifically designated as a case worker serves to free a boy from the feeling that he is a "case" under incessant scrutiny. In a broad sense all staff people should be designated as case workers since they all should be interested in behavior manifestations which are symptomatic of personality. They all contribute their share

in the supreme attempt to help the boy make the most of his capacities and opportunities while at the Inn so that he may be better prepared to take his place in the quality of group living demanded of him by the norms and dictates of society.

It will be helpful if, in a few brief sentences, the writer relates some of the opportunities offered boys living at the Inn. The first activity of which the writer wishes to speak is necessarily one of work. All boys are expected to spend a few hours a day at work. Many social agencies referring boys contribute toward the cost of board and room, but the total cost of caring for a boy is not adequately met through such means. It is also felt that boys should be made to feel some measure of responsibility for their own welfare. If a boy carries out his weekly task efficiently he is given a dollar which may be spent as he sees fit. One of the Inn residents has established a job-placement set-up and operates it as part of his house interest and duty. This boy makes contacts with local employment bureaus and local concerns which are constantly hiring boys. When he is aware of job openings he offers them to Inn residents who have applied for jobs.

A boy living at the Inn may enter a number of activities such as gymnasium exercise, bowling, publications, dramatics, pool and social recreation of various types.

Religious activity is available through attendance at the Morgan Memorial Church of All Nations and other Boston churches. Each Sunday noon forum hour is held, and each Sunday evening a fireside gathering takes place. These last two mentioned activities provide opportunities for boys to take part in worth while discussions and to listen to various outside speakers who may arouse some special interest resident in a boy.

As the writer has previously mentioned the case worker is interested in knowing what activities are participated in by boys on his case load. He is also desirous of encouraging boys to take part in the different Inn enterprises. In order for the case worker to be fully conscious of the range of activity of his boys he must continually contact the several staff members who are assigned special tasks of leadership and supervision. All the way down the line of staff members from the Director to the Night Supervisor the case worker may recieve information which will greatly enhance his case work efforts. Many times boys skip school and complain of various ills. Examinations by the doctors often reveal that these boys are feigning sicknesses and then such behavior manifestations become disciplinary and case work problems. The educational advisor of the Inn is always aware of the school programs of boys and as a result he finds it of value to discuss school adjustment problems with the

case worker. The case worker, in turn, finds it exceedingly advantageous to consult the educational advisor. After a conference between the educational advisor and the case worker a discussion may take place between the boys discussed and the case worker. The work department is also an integral part of this cooperative case work effort. It may be necessary to notify the work department that because of psychological or physiological condition or a combination of both, a boy cannot be expected to adhere to strict work routines. In such a case leniency and sympathetic understanding are stressed. In the self-same way the dormitory supervisor, the gymnasium supervisor, the psychometric tests and the social recreation leader may prove to be of inestimable value to the case worker as he attempts to aid these boys in their adjustment turmoils. Adequate conferences between these leaders and the case worker should provide an opportunity for leaders less grounded in case work aims to incorporate helpful techniques into the practical applications of their specialties. Unrecognizable as it may appear to be in the reality situation such conferences are akin to a modified teaching situation. In valuable teaching situations both teacher and pupil gain something. Likewise, the conference between case worker and other staff members should furnish an excellent opportunity for the beneficial interplay of ideas which should result in better

working relationships among the case worker, other staff members and boys. Bi-monthly staff meetings, led by the director, serve as means for discussions concerning Inn problems. Such meetings also serve to acquaint staff members with the complications and the complexities inherent in the efforts of other staff people when they try to carry out their assigned roles. Lastly, such meetings should aim at the elimination of unnecessary friction between the efforts of one staff member and that of another and the establishment of coordination at higher levels of function.

Thus, one can see that the theoretical implications of the function of case worker at the Inn are very broad and vital to the realization of all that is embodied in the philosophy of guidance among these boys. The case worker is the key man and as such has a right to demand and to expect as much cooperation as possible from other staff members. With so great a responsibility resting with him, tasks other than those involving strict case-work procedures should be cut to a minimum. The bulk of the case worker's time should be engaged in interviewing boys with a view to advising them as to present and future plans.

CHAPTER FIVE-----CASE ILLUSTRATIONS

In order to illustrate some of the case-work attempts at the Inn during the past two years the writer wishes to present some case histories. The writer feels that the following cases will serve to demonstrate the effects of the pressures of group living upon certain individuals. It is also hoped that some of the cases will demonstrate that through the use of the Inn facilities many individuals apparently pull themselves out of their perplexing predicaments without there being much evidence that they have been exposed to exceptionally individualistic case-work efforts. Much of the following material is taken from the case records of the Inn. In describing these case situations the writer is greatly indebted to the interview summaries placed in the records by Dr. William H. Sheldon.

Case I

This sixteen year old boy was referred by the Boston Psychopathic Hospital. He had been running away from home and was taken into court and sent by the judge to the Hospital. The Hospital recommended that the boy attempt to adjust in some place outside his home.

The boy was observed by the Inn clinic, and it was felt that he was trying to live up to a role of toughness and mischieviousness beyond the capacity of his body structure. The boy struggled for attention but tried to gain it

through methods which were beyond his strength and endurance. It was suggested that he might do well in some low level occupation or in school. The boy's prognosis was poor, and it was felt he might become alcoholic or sucidal.

He returned to school but soon quit. He tried two more schools and quit them too. He was hired as a messenger boy but failed at that. He would do little maintenance work at the Inn and became a liability to himself and to the Inn. During the period that he was attending school he adjusted quite well at the Inn and was less agressive and more self-reliant, but he could not seem to hold a job. It was impossible to get him to bed early. As a result he would be too exhausted to get up on time. He literally wore himself out through ceaseless and aimless activity. A few weeks ago the boy left the Inn. He had exhausted its resources quickly, and few of them had been of help to him. He remained at the Inn far beyond a time which seemed beneficial to him, partially due to the fact, that certain staff members of the Inn felt that if the boy remained a long time something might be done for him. He remained too long because neither the court nor the Boston Psychopathic Hospital could suggest another resource. These agencies were perfectly willing to let the Inn accept the burden as long as possible. The Boston Psychopathic Hospital was told that the boy should not remain at the Inn, but they would not believe it until much valuable time had been wasted.

This case demonstrates the point that many boys remain at the Inn beyond a time which is beneficial to them. It also points out that other agencies make unjust requests of the Inn by failing to see that the Inn has many boys besides their clients for which to care. This case also helps to show that the Inn cannot cater to long term programs which seem to be useless and an unnecessary drain on the administration. This boy needed strict discipline, and the Inn has no adequate facilities for the same.

Case II

This twenty year old boy was referred to the Inn in 1938 by the Massachusetts Boys' Parole. He had just been released from Shirley where he had served a sentence for breaking and entering. It was hoped that some plan could be worked out for him at the Inn.

The Inn clinic felt that the boy was intellectually well-endowed, sensitive, alert, and might succeed as a music teacher, or a literary person, or an interior decorator. Since the boy was inclined toward a homosexual outlook it was suggested that he needed reconditioning toward heterosexuality.

This boy has adjusted rather well at the Inn. He hopes to finish high school next year and to enter college. He is a good cook and recently held a summer position as a chef. He is now engaged. At the Inn he is quite independent, frequently making his wants known. He has gained recognition

from the staff through posters and Christmas cards that he has made. He has been a leader of the student group and editor of the Inn newspaper. Because of his energy and ambition he has done much for himself indepenedent of individual casework. He seems a little old for the Inn as he is aware of too much and can stir up friction. He is hard to discipline, and within a weak disciplinary organization such as the Inn he gets away with much. This causes bitterness among less fortunate residents. It is difficult to decide what is best for him, but at least his adjustment to life seems better than formerly.

Case III

This fourteen year old boy was referred by the Juvenile Court, which wished the boy to try out a period of residence to see whether or not he would make a satisfactory adjustment. He has been arrested as a stubborn child and sent by the court to the Boston Psychopathic Hospital and then to the Inn. He had no father and was extremely large for his age. This made it impossible for his mother to cope with his threatening and aggressive behavior.

This boy remained at the Inn six weeks. During his six weeks' stay his adjustment at the Inn was extremely bad. His behavior became worse than it was when he first arrived, and he presented no ability nor effort to cooperate. He was sullen, resentful, and suspicious of staff efforts to help him.

He recieved little supervision and discipline at the Inn, which could not seem to hold him. It was felt that the Boston Psychopathic Hospital's estimate of his I.Q. at 96 was too high. The suggestion made by Dr. Sheldon was that the boy needed careful and rigid discipline which he could recieve neither from his mother, his relatives, and certainly not at the Inn. It was felt that he was eligible for Lyman although he had not committed any overt delinquencies other than running away, being stubborn, truanting, and attacking his mother. It was felt that there was a possible constitutional incompatibility between the mother and the boy since the mother was of a temperament antithetical to that of the boy. This might account for his hostility since she might be a constant threat to him. It was further stated that symptoms strongly suggested psyneurotic or prepsychotic condition and possibility of schizophrenia existed.

It was finally decided at a case conference that the boy should go to Lyman School. He did practically no work at the Inn, and the agency had no adequate way to discipline him. He wasted money, and his behavior was aimless. He was careless of personal and house property.

The point that the writer wishes to emphasize in connection with this case is that the Inn had no adequate facilities to deal with this type of boy, with his temperament and behavior manifestations as they were. While at the Inn he became worse. His school program broke down completely,

LIBRARY
BOSTON UNIVERSITY
SCHOOL OF SOCIAL WORK

and he stimulated the lowest patterns existing in the Inn. It was a display of intelligence when the court and the Boston Psychopathic Hospital decided to remove him from the Inn at all costs. So often the value of this is seen, but social-workers either become inactive or merely allow a boy to hang on at the Inn regardless of the detrimental influence of the boy because they have no other place to put him. At present the Inn is not set up to handle boys who need the maximum of attention such as this boy demanded. According to the last report recieved from the Boston Psychopathic Hospital the boy is happy, well-behaved, and gaining weight at Lyman. Unlike so many cases at the Inn this one was handled to the best advantage of all concerned.

Case IV

This eighteen year old boy was referred by the Child Welfare House, Lynn. The referring agency wished the Inn to be a home for the boy since his own home conditions were poor and since he had been in the company of poor friends. The Child Welfare House wanted the boy to be accepted for a long term program in the hope that he could learn a trade and become selfsupporting.

The boy is strong, healthy, athletic, lazy, unimaginative, non-irritating, passive, quiet, well-meaning and mentally slow. The Inn clinic felt that he could do high school work and should be encouraged to finish before seeking to

LIBRARY
BOSTON UNIVERSITY
SCHOOL OF SOCIAL WORK

learn a trade.

The boy went to school and has adjusted well there. He has not been outstanding in school but has been reliable and independent and is the most rugged and toughminded of all the Inn boys who are on academic programs. He does not associate with the other school boys but prefers the rougher, hardened type of boy who like himself is physically energetic and athletic. He has escaped the influence of the Inn which tends to lower the sights of more weakminded boys. He asks for little help and guidance from the staff and seems to want to manage his own affairs without help. He is responsible for taking care of the gymnasium and has done a good job though failing once or twice. He skips school at times but not so frequently as to be designated a truant. He is the natural leader of the Inn basketball team. He is jolly and well liked by all. The writer feels that his good adjustment has been partly due to staff pressure and encouragement but mostly to his own resources. The boy apparently feels little need of contact with or help from his case-worker. The Inn should accept, encourage, and keep this boy, for he does not appear to exploit what the Inn has to offer him.

Case V

This twenty-three year old boy was referred by the Children's Aid Society. The referring agency hoped that the boy would make a better life adjustment by carrying out a

school program. He possesses an I.Q. of 130. Before coming to the Inn he had held many odd jobs. He had completed high school in 1934 but was not satisfied with his education and wished to make a career of music.

While at the Inn this boy has improved markedly. When he first came he showed signs of strain, irritability, weakness, loss of weight, loss of appetite, extreme impatience, fits of energy and dizzy spells. He was mentally chaotic and undisciplined, yet the Inn clinic felt that to survive he must succeed in academic achievement. The clinic furthur felt that the boy had many obstacles to overcome, and that these obstacles might prevent him from reaching his goal. The boy has reduced many of the factors which seemed destined to block his way. In spite of being away from academic subjects a long time he has shown great perserverance and his attitude toward learning has changed for the better. He is better oriented and his efforts have exceded expectations. He is studying music in a near by college and has a scholarship from Morgan Memorial. Many of his former signs of strain and tension have disappeared, though the boy does not seem to be able to relax.

The writer is of the opinion that the boy has made valuable use of the Inn facilities. He has greatly improved himself through his industriousness. One doubts that the boy has improved because of superior individualistic casework efforts. If any phrase can express the cause of his

success it is group therapy, not individualized case-work. The Inn should encourage long term care for boys who make an effort to improve themselves and who seem good risks. It does not pay to spend time and money on boys who from the moment of entrance seem to have little chance of gaining from the attention given them.

Case VI

This nineteen year old boy was referred by the Society For the Prevention of Cruelty to Children. The agency desired that the boy be cared for and given vocational guidance and case-work. The boy had no home since the mother was dead and the father refused to support him.

The Inn clinic felt that the boy was a very susceptible boy to suggestion and influence and should be protected from immediate contact with bad influences. It was suggested that he finish high school before learning a trade, and if he failed that he be sent to the army or navy.

The boy began school, but his adjustment was unhappy and unsatisfactory. He left school before the year ended and looked for odd jobs. He was spineless, consistently weak, and wholly ineffectual person. He was a prey for bad influences. The clinic again suggested that he needed a carefully regulated and well-disciplined plan by which to live. The boy became confused, and in a flaccid way depended upon the Inn to take care of him. He continually dodged his re-

sponsibilities. Then with another boy he stole one hundred seventy-five dollars and was given a jail sentence which lasted until late in March, 1941.

The writer wishes to emphasize that the boy was sent to the Inn because he had been associating with poor companions and that the clinic recommended a well-disciplined environment for him since he was susceptible to bad influences. At the Inn he got none of what seemed best for him. If he had had frequent contact with a strong, well-disciplined personality he might have followed this influence and avoided sinking to his present adjustment level. He remained in contact with the bad influence of the Inn too long. For this type of boy, who is easily led, the Inn is a poor place because group influences seem to be one step ahead of case-work influences, though in theory the opposite would seem to be so.

Case VII

This twenty year old boy was referred by the Church Home Society. He had been living with his uncle in Buffalo but could find no work. He wrote his former worker at the Church Home Society stating that he wished to come to Massachusetts to live. After coming East the boy was placed in the Inn for care and guidance.

He aspired to be an artist and seemed to possess the ability and other essentials qualifying for such a vocation. The clinic felt that the boy deserved a chance at the Inn and

that he had a good chance to become a successful commercial artist.

The boy made an excellent adjustment at the Inn. He was quiet, shy, retiring, untroublesome, though his temper frequently got out of hand. He worked under a stained glass window expert and earned money while he learned the art. He used the money to pay for weekly drawing lessons. Later he devoted his time, all of his time, to learning the art of staining glass windows. He had few friends at the Inn and did not attempt to mix in. He definitely wished to associate with people of higher ideals than those possessed by the majority of Inn residents. He has recently moved to a room outside the Inn because he wished to have more freedom and because he did not like the other Inn members.

The writer feels that this boy was given a big lift by the Inn facilities. He did not ask for special favors, nor did he seek out his case-worker for help. The writer feels that this boy deserved to remain at the Inn longer if he had so wished. He succeeded because of his ambitious efforts and because he was not content to exploit the Inn facilities.

Case VIII

This twenty-one year old boy first came to the Inn in 1938 and was referred by the Division of Child Guardianship. At the Boston Psychopathic Hospital he had been diagnosed as "primary behavior disorder, simple adult maladjustment." The

Boston Psychopathic Hospital felt that poor environmental situations were the chief causes of his poor adjustment.

The clinic felt that this boy, though huge and powerful, was not fitted for professional athletics. Since his ambition was in the direction of physical education and gymnastic work it was suggested that he might be encouraged to finish high school and go to Springfield college where he could learn to be a coach. The clinic felt that the boy's prognosis was poor at best because he had a long history of trouble in foster homes and frequent outbursts of violent activity.

The boy entered a school program but would not stick to it. His adjustment at the Inn was extremely poor. He was generally noisy and troublesome. He was bossy and a number of times attacked boys and injured them. Most of the staff felt that he was a house liability. Early in the fall of 1940 the boy left to work as a laborer at an army post.

The writer is of the opinion that the Inn should have accepted this boy and boys like him for temporary care only. The Inn catered to him for too long a period. He was too old and too large for the rest of the boys at the Inn. Boys actually feared him, and he ruled them. The boy possessed tremendous physical energy but could find no outlets for it while at the Inn. When the boy failed to discipline himself the Inn found it was inadequate to cope with him. It would have been a waste of effort to continue any furthur with him. The Inn must seek to avoid such a liability as this type of

boy because it is ill equipped to handle problems which necessitate rigid discipline.

Case IX

This nineteen year old boy was referred by the Traveler's Aid Society. This agency requested temporary care for him until further plans could be worked out. He had come to the Traveler's Aid Society stating that there was trouble at home and that he did not want to go back. He had just been discharged from the Civilian Conservation Corps because of poor work habits. He had a history of poor home conditions and minor delinquencies. His speach was thick and slurred. He was dirty, slovenly, and strongly suggested feeblemindedness in his behavior and appearance. He had been at Danver's for observation but they could not keep him. The Inn clinic felt that he needed kindliness and sympathy since he was helpless and pathologically low in the activity component. His future outlook seemed to be one involving institutionalization. The recommendations were: "Very little can be done under the best of circumstances. On the chance that he is not feebleminded he might enlist in the army. If this fails there is almost nothing to do but pass the buck. Perhaps the Judge Baker Guidance Center would like to psychoanalyze him."

While at the Inn this boy was totally irresponsible. He could not even keep himself clean. He would not keep any work program. The Travelers' Aid Society sent him to the Judge

Baker Guidance Center for purposes of guidance. The Inn could offer him nothing. He was referred to many agencies by the Travelers' Aid Society, but none would take him. Early in 1941 he was sent to a farm by the Children's Aid Association.

It is the writers contention that such a boy should not have stayed at the Inn as long as he did and that it is not within the function of the Inn to take care of such non-descripts. The acceptance of too many of these people who can be served only by board and lodging tends to lower morale and provide excuse for other Inn residents who keep up their obligations to accuse the staff of descriminations.

Case X

This nineteen year old boy was referred by the Division of Child Guardianship which requested temporary care at first but later wished to extend care for study purposes. The boy had been living with a friend and was out of work. He had spent the last two years as a hospital orderly. The boy had a history of homosexuality, was always tired, had low energy, was unable to form routine habits, and possessed a distinct arty trend and a chaotic motivational history. The Inn clinic questioned the advisability of trying to do a great deal for him. He was greatly interested in music so it was suggested that he be encouraged in this interest.

The boy has not adjusted well at the Inn. He has dab-

bled in music and has been taking lessons. His music teacher reports that while he has ability in music he has a great lack in technique and has a long way to go to become a successful organist. The boy has an intense desire for fine possessions. He cannot save his money. He constantly disobeys the Inn rules and regulations but is eloquent and persuasive and able to make his excuses sound plausible. He recently held two well-paying jobs as an organist in restaurants, but he could not hold them. He continually exploits the Inn facilities and staff members. It is difficult for one to decide what is best for this boy since he has music ability and could make a living at music. His faults seem to hold him back. Should the Inn continually cater to this musical trend in spite of the fact that he does not seem to make the most of his advantages? He is not a bad boy. There is a clear indication that he has superior intelligence, but he refuses formal schooling. His instability has prevented him from becoming independent of the Inn. His disobedience causes friction because he gets away with so many misdemeanors. He has potentialities, but is it fair that the staff and other Inn residents should have to make mental and physical allowances for this boy? How long can any agency hold a boy simply because it hopes that some day he will find himself.

This case presents a problem which is most confusing, and it seems impossible to find a good solution for it. In many instances one can come to a definite decision, but in a

case such as this it is most difficult to arrive at a definite decision because of the many complex factors involved in the situation.

CHAPTER SIX------THE PLACE OF THE INSTITUTION IN CHILD CARE

In evaluating the case work efforts of the Charles Hayden Goodwill Inn ~~I feel that~~ it is important to consider the proposition that institutional placement for problem boys or boys who are in need of case work expenditure may, in many instances, be justified.

> The existence of an institution for children is justified only when it fills a real need in the child welfare program of the community which cannot be met by some other agency; and when its work is coordinated with the other social forces of the community which tend to prevent dependency and family breakdown, conserve family life, and otherwise promote the welfare of children.[1]

Perhaps such an institution provides for the residue of problems which society in its present organizational set-up is inadequate to meet or has made no provision to meet. It is claimed that a well-run institution can become a most valuable case work tool of the community. It can become a resource to turn to, and it can be used as an indication of community maladjustments. Jules V. Coleman says that"the institution must attempt to meet the needs of each individual child as they could not be met by a foster home or in the child's own home."[2] This statement accordingly helps to

---

[1] "Standards of Foster Home Care in Institutions", Publication of Child Welfare League of America

[2] Jules V. Coleman, "Institutional Child Care," Social Work Today, Volume 7, January 1940

formulate a basis upon which the institution must be evaluated and justified.

Until recently the prevailing idea in child care has been that institutional child care is deleterious to the proper moral and physical development of children. Formerly the community was forced to build almshouses. Later child institutions were built so that children could be segregated from adults who needed institutionalization. Eventually this situation did not suit enlightened workers in the child welfare field. It was felt that at all costs the child should remain in his home. Later social workers felt that the institution should be eliminated altogether. Then began a great movement to find foster homes for such children. At present some social workers have come to believe that foster home care cannot solve all the problems existing in the child welfare field, and as a result they have become more tolerant of institutional placement for certain types of problems. Sybil Foster writes:

> With the widespread swing of interest to the use of family homes for the placement of children, the true values for certain children, in the well-planned institution were forgotten by many workers. By this disregard one group appeared to set itself up as superior, to feel that it had the only accepted tool (home placement) in its hands; this, of course, assailed those concerned with institutions. The institutions began to evaluate themselves and found that there was some ground to stand on. They

> found that there is a place for the institution and an opportunity for a unique service to be rendered.[3]

Again H. S. Lippman, writing in this year's February issue of The Family discusses this same attitude and trend. He points out that foster home care has been found to be less useful as a therapeutic device than it was once thought to be. He states that many children are placed when too old, and as a result find it exceedingly difficult to adjust. One can realize that when a boy reaches adolescence he wishes to be independent and free of restraints. Dr. Lippman frowns upon the practice of courts which have been referring the undisciplined, rejected, mid-adolescent to various foster homes in the hope that their agression and delinquency will be checked. He asserts that it has not been a success.[4] In view of this fact it may be said that often the Inn receives many such boys who have been repeated foster home failures and who have been accused of manifold delinquencies. Perchance, the Inn or some other institution is the only possible or available place for such boys.

To substantiate what I have just said I again refer to Dr. Lippman[5] who states that he personally is acquainted

---

[3] Sybil Foster, "Coordination of Institutional Care of Children with Other Services in the Community", Proceedings of National Conference of Social Work, 1936, p549.

[4] H. S. Lippmann, "Newer Trends in Child Care," Family Volume XXI, February 1941, pp. 323-329

[5] Ibid.

with many adolescents who have been placed in foster homes by what are considered to be excellent foster home placement agencies equipped to deal intensively with their cases. Many of the cases of which he speaks were chosen for special attention and were chosen on the basis of poor prognosis to see if sufficient consideration and treatment of these boys would greatly facilitate the realization of a satisfactory adjustment for them. The number of failures were so frequent that one is forced to be quite pessemistic about treating the agressive adolescent in this manner. Evidence was shown that the older foster child who does not want a home does not often remain. In the opinion of Dr. Lippmann[6] the largest obstacle to the prevention of delinquency and maladjustment is the fact that society does not have the means to care for the large number of boys who ought to be taken from their homes were the cases adequately dealt with. Does this mean that we need to establish more institutions, especially institutions which have a clinical approach and can offer case work and psychiatric services? Does this not help to justify such a place as Goodwill Inn?

Experience has demonstrated that adolescents prefer group living and that many have to get on in some place other than their home or be placed in a situation such as is offered at Lyman or Shirley. The more fortunate boys

---

[6] Lippmann, op. cit. pp. 323-329

in society experience group living through the Boy Scouts, through summer camps, or through college life. Many adolescents have failed to adjust in foster homes complain at the lack of freedom and recreation facilities which they have experienced in foster homes. Many children in foster homes have little opportunity to choose friends and groups which may provide them with an opportunity for essential outlets.

> So we have been occupied with the task of finding a form of residence that will lessen the agression of the difficult adolescent and get him to accept discipline and responsibility without subjecting him to more confirmed delinquents or giving him the feeling that we regard him as a failure. To most adolescents, parents, and even social agencies, commitment to a school for delinquents does mean this despite the emphasis on a treatment rather than a punishment program.[7]

According to Dr. Lippmann, social workers found that the foster home based on affectionate ties was not always advantageous and in many instances proved to be a complete failure.[8] The best alternative was to find situations where discipline and authority were emphasized and where affectional ties were not expected. In such situations boys would find people who were themselves well-adjusted, people who would not resent the fact that their love might not be returned, people who could punish without the spirit of revenge and who at the same time would insist on obedience, and last, people

---

[7] Lippman, op.cit. pp. 323-329
[8] Ibid.

with a sense of humor concerning the vast galaxy of life's minor irritations. Not many such situations exist, but it is up to society to see that more of them do if there is any likelihood that they will in any way help solve the problem of the older child. If we are certain that agression in a child is exceedingly marked then we need to place such a child in an environment which stresses discipline and supervision.

So many social workers are afraid of supervision and discipline. The writer supposes they link these up either with Hitler or their own strict "daddies". No one denies that one must individualize problems and attempt to get at the feeling tones resident in a boy's personality, but let us be aware lest we go overboard and tumble into confusion bringing the boy in with us. We need clinically centered institutions and special study homes, but even psychiatrists admit that many adolescents build up such strong defenses that no one can seem to penetrate them. If we contact such children and feel inadequate to handle them we must not be so soft and blind that we fail to discharge them thinking that in time we can be of great assistance. It is not fair to the staff of an institution nor to the boy himself. Study homes or institutions can do much to single out and attempt to work with the most promising problems. Such study homes or institutions should at the same time be equipped for diagnostic service and have resident psychiatrically

trained case workers, as well as the services of a psychologist and a psychiatrist. Such places according to Dr. Lippmann and myself should be small so they can adequately handle the problems.

In closing my discussion of the justification of institutional placement for boys of the mid-adolescent period who are in need of case work attention I wish to record what seems to be some of the possibilities inherent in the situation.

Institutional placement may prove to be of value to a repeated runaway whose habit is well fixed since he may be provided with new outlets. Also, the institution may serve as an observation and study placement. An agency might send a boy to an institution for a specified period of time in order that they might learn how he would react to group living. After a certain period of residence it might seem best that the boy remain or that he be remanded to some other community resource. Learning to tolerate and adapt to group pressures and group living is a worth while experience for any boy. Group living provides opportunities for the expression of varied personalities. The institution may provide a place where the boy can change the direction of his development. Intimate contact with older, wiser, more mature people may provide the boy with some attitude which he may carry into the community of life outside. A boy may learn to accept discipline and responsibility for the

choices he makes. Many adolescents come to institutions after having been shifted from one foster home to another. Such an experience is hard to recover from and makes ultimate adjustment difficult, but such boys may find the institution a true home and take on a more stable existence. Few foster homes can be tolerant or elastic enough to satisfy the problem boy. In the institution a boy may find that the general routine is less personal and less open to descrimination. It is also true that the child is ruining the community at an older age because of job placement difficulties. Julia Deming of Boston says, "For those in or approaching adolescence the group is a much more normal placement."[9] Discipline handed down by staff people should not be resented as much as discipline handed out by relatives. If the institution has a case worker it should provide an opportunity for boys to experience intimate, personal, and planned contacts which may prove conducive to their adjustment and future plans. An argument for the institution is exemplified by the fact that a foster mother gets easily worn out by the continued bad or annoying behavior of her children whereas the staff member of an institution goes off duty and is replaced and thus has an opportunity to recuperate and regain his balance so as to return refreshed to

---

[9] Julia Deming, "Foster Home and Group Placement," American Journal of Orthopsychiatry, July, 1940 p. 586.

attack problems anew.

Another instance where the institution may prove of value is to the boy returning from a correctional institution. He is asked by the parole board to find a job and satisfactorily adjust to the community or else be sent back to the correctional school. These boys may not be able to return home and as a result may find happiness at an institution which does not have a stigma attached to it and which emphasizes individual consideration. The institution has the capacity to control its environment in the interest of treatment by the use of special services and by the flexibility of its program. Orlo L. Crissy, Director of Child Guidance Center of Flint, Michigan, feels that a well-run institution presents a unique opportunity for careful study, diagnosis, and treatment of behavior aberrations. The fact that a boy can be observed by many different people and the observations pooled is most valuable to case work. The institution is in a better position to try out and experiment with treatment procedures. It also provides an opportunity for the combining of case work and group work skills to form an intergrated plan of guidance.[10]

The fate of institutional child care is linked with

---

[10] Orlo L. Crissy "The Child in the Institution", Pamphlet of Child Welfare League of America, New York, p.130

foster home development, with social and political changes, and with the extent of aid which is provided for dependent children. It seems to the writer that as time goes on the foster home and the institution will each become aware of the possibilities and limitations in each other, and as a result will tend to cooperate to the end that each child will be placed in that situation which is most conducive to his constitution and temperament. This practice would result in an interchange of conferences and cases between these two child welfare endeavors. In summation it may be said that group experience is not for any particular class of children, but is "for the child who needs it, who can gain from it and who can stand up under it." [11]

---

[11] Sybil Foster, "Mental Health Needs in Children's Institutions", Bulletin of the Child Welfare League of America, Bulletin No. 14, July, 1937.

CHAPTER SEVEN-----PRESENT RESOURCES OF THE INN

If we grant that the Inn is primarily a huge case work endeavor it is essential to discuss the present resources at the Inn since the success or failure of the casework efforts is directly related to them.

The location of the Inn is a possible handicap to the realization of good casework. To attempt to carry out a therapeutic and constructive self-advancement enterprise such as the Inn attempts to be is to buck a tide of unwholesome influences which repeatedly impinge upon one in an effort to carry him under. The city with its overstimulation of people is bad in itself, but when one adds to that the influences of one of the most crowded sections of Boston the prospects of achieving good case work results become doubtful. The city affords little opportunity to roam harmlessly as one can in the country. Activity is limited by people, streets, stores, and movie houses. Not all boys are adversely affected by the city influence. In fact, many become unhappy and discontented when forced to move to the country. To many personalities, nevertheless, the busy city is distracting and nerve-racking. Many of the boys seen by the Inn clinic demonstrate that a large number are not sufficiently equipped, either physiologically or mentally, to cope with the speed and demands found in city life. Common sense would seem to indicate that boys who are found to be unstable and

when meeting the demands and vicissitudes of life should be protected as much as possible from the distracting and insalubrious influences of the city. Of course, the Inn has the advantage of being situated so that it can easily call upon such resources as hospitals and other social service agencies. It would be an advantage if the Inn had been placed on the outskirts of the city, but since the present property was easily available the building was constructed there. Little can be done about its location, and the writer merely points out that location appears to be a hindrance to effective case work.

Any enterprise must contain adequate facilities if it is to carry out its stated functions successfully and efficiently. One of the essentials to efficient management is sufficient space for offices. The Inn has five areas set aside for office space. The areas are very small and seem inadequate when one considers the fact that the Inn can provide sleeping quarters for eighty boys. This lack of sufficient offices and office space means that the business of meeting the needs of from fifty to eighty boys is put into operation from five small rooms. Because of this fact the space devoted to offices is often filled with confusion bred of the fact that staff people get in each other's way and frequently interrupt discussions between various staff members. Under present conditions case workers have little opportunity to have long uninterrupted interviews with boys. At best

one can say that the Inn has four offices which are used by the director, the assistant to the director, two full time case workers, a student case worker, a house control officer, and the stenographer. Many boys wish to consult with the staff members who fill these offices and yet little opportunity for private conferences exists. Considering the number of boys, the number and variety of individual programs, and the frequency of demands upon the staff, the writer feels that there are too few offices and that the existing offices are too small.

The pursuit of recreation is one of the most important activities which contribute to individual satisfaction and happiness. This statement leads one to assume that any organization established for the purpose of attempting to meet the needs of from fifty to eighty boys must provide adequate facilities for recreational outlets. We obtain our recreation either by active participation or by listening to or watching participants, who may or may not be playing for our amusement. The first of these is called active recreation, and the second is called passive recreation. A well-balanced recreational program must include both active and passive forms.

The city provides few opportunities for active recreation, yet many people from less populated areas flock to the city seeking recreational outlets. We seem to have become spectators rather than participators. This has meant

that great masses of people find recreational satisfactions through commercialized recreation which emphasizes the place of the spectator and minimizes active participation.[1]

> Commercialized recreation has developed rapidly with industrialization and with urbanization. The rapid growth of population and the consequent congestion in cities necessitated many readjustments in recreation and amusement. The device employed in rural areas to take up the limited leisure time of the country folk were not adapted to urban life. Public recreation in urban areas has developed but slowly, so slowly in fact that one might speak of it as a twentieth century phenomenon, consequently satisfaction of the recreational needs of the city dweller has been left largely in the hands of private enterprises which sought to supply those wants. The millions of dollars of capital invested in pandering to the quest for amusement attests to the success of these enterprises.[2]

Social settlements have seen that recreational outlets for the boys and girls of the city are meager. They have also been aware that city recreation demands an expenditure of money so that those who have little money to spend find city recreational facilities exceedingly inadequate. Both the "social center" and the social settlement have been keenly interested in promoting recreational activities. Wholesome recreation is fostered and competes "with the diverse types of unwholesome recreation spontaneously generated in an unfavorable environment."

The writer feels that a prime provision in the planning of the present Inn structure should have been adequate

---

[1] E.E. Muntz, Urban Sociology (New York, MacMillian Company, 1938) Part V, p.579

[2] Ibid. p.579

[3] Ibid. p.615

space for the installation of recreational facilities. Such a provision is necessary because of the limitations of city recreation in general, the unwholesome environment in which the Inn is placed, and the large number of boys who are housed by the Inn. Under present conditions the Inn offers little which can take up leisure time. As a result boys must seek much of their recreation outside of the Inn. The Inn is situated near the heart of the amusement center of Boston, and this area continually attracts the Inn residents. Recreational opportunities at the Inn consist of gymnastic exercise, bowling, publications, forums, reading, dramatics, and pool. The gymnasium is small thus only one type of sport can take place at one time. A fort-nightly news magazine, reportedly published by three boys, is actually done by one. Forums have a fair attendance, but they do not appeal to the majority. Practice for a play began this year, but due to lack of interest and bickering among too many "prima donnas" it was never produced. Pool and bowling have been popular, but not reading. We may sum up the foregoing by saying that few boys can take part in the recreational activities offered, even if they wish to, and few have money for commercial recreation. On any night only very small numbers can bowl, play pool, or play in the gymnasium. The upshot is that the boys apparently spend their every dime on movie entertainment. One can also speculate as to what other types of re-

creation they engage in while roaming the city for something to do. Certainly, the writer does not blame them for desiring to be in some place other than the Inn during leisure time. The noise and confusion itself hardly seems conducive to recreational satisfaction.

Many boys at the Inn must earn part or all of their maintenance, Even boys whose board and room is paid by the agencies referring them are expected to put in a specified number of hours on maintenance work. Elevator and switchboard operating plus general cleaning comprise most of the work opportunities. One boy receives time credit for a job placement bureau he has established, but such situations are rare. Boys seem to get little satisfaction from cleaning the building since this work is looked upon as mere drudgery and not as a task to feel proud of completing. Many of my conversations with numerous boys have given me an opportunity to catch the drift of prevailing attitudes among them. Certainly, the writer has found that work at the Inn is practically meaningless for the boys and does not seem to engender a sense of responsibility for one's obligations.

If an institution is to carry out effective case work it must have an adequate staff, the administration of which proves to be a help rather than a hindrance to the case worker. During most of the period that the writer has had a chance to observe the operations of the Inn only two case workers have been employed. Besides going to conferences and

tending to problems of administration the director carried a case load and was considered to be one of the two full time case workers employed. This meant that the case work staff was under-manned and could not give the attention due the Inn residents. Aside from this the senior staff has been sufficient. The junior staff has been sufficient in number but not sufficiently well-trained. To carry out effective case work it is essential to have a well-trained staff who understand the philosophy behind the various case work efforts. Personnel and staff attitudes are important in the successful carrying out of a philosophy of specialized institutional service. No program of individualization will work unless the staff is committed to this point of view. Such a staff is hard to find. It is difficult to run an institution which attempts to go to extremes in order to individualize the problems of its residents. One continually faces the problem of a smoothly run agency versus a philosophy of individual opportunity.[4] Of prime importance is an administration which is prepared to accept the case worker and the consequences of case work thinking. If a staff is trained to the philosophy of helping it may cause less friction between the case worker and the rest of the staff. Such friction, if it occurs, is unfair to the boy who needs help. If he witnesses such friction he may construe it to mean hostility and rejection.

---

[4] Crissy _op. cit._

Staff members must be aware of problems in areas related to their own particular area of activity and must be interested in the integrated function of these related areas.[5]

The junior staff of the Inn are willing and capable of understanding and cooperating with the case work endeavors. of the Inn, but they have had little experience. Most of them are completing college courses and work at the Inn for board and room. They cannot be expected to be responsible for problems that arise, nor can they always be aware of problems. Each has his own life to live and has accompanying problems that go along with it. Their lives are not committed to the aims of the institution as would be the lives of full time workers who have entered upon such efforts as their life work and life interest. These staff people are looking beyond the Inn even as they live and work in it. They are too near the age of the boys they attempt to guide and supervise to be effective. Few boys respect their authority or look to them for real guidance. There seems to be an overloading of young people in responsible positions.

Lack of a well-trained staff is not a feature peculiar to the Inn alone. It has been pointed out that institutions have poor staff who are ill paid, have little education and limited experience in the field. A study made in 1935 of eighty four institutions shows that fifty per cent had no

---

[5] Jules V. Coleman," Institutional Child Care," Social Work Today, Volume VII, February 1940 pp. 13-17

case workers. Of those who did have case workers some had only partial college and high school training. Some had not graduated from high school. A few had taken special courses. A few were members of the American Association of Social Workers.[6]

The institution at best is an unweildly instrument within which to achieve all the desired ends of case work. Routine and mass discipline are unavoidable. Complexities involved in the differences between administrative factions drain off energy which should go to help solve problems of intake and discharge. Mr. Coleman had gone so far as to say that institutions get poor staff people because of so many staff people in institutions who have come to work there in an effort to escape and retreat from their own reality problems. These people have failed to obtain their desired satisfaction in the less controlled, more competitive community and thus seek refuge in the routine and the security of institutional work.[7]

"The administrative problem cannot be separated from case work practices in the institution."[8] For the boy in the institution the administration is centralized first for the group and second for the individual. One of the greatest problems which faces the staff is the problem of

---

[6] "Institutional Child Care," *Social Work Today*, compiled by the Institutional Child Care Committee, October, 1939, p.16

[7] Coleman, *op.cit*. February 1940 pp. 13-17

[8] *Ibid*.

discipline. One of the greatest hindrances to good case work at the Inn is the lack of discipline which exists. It is true that the Inn tries to accomodate a great many boys, but, regardless of this fact, the present set-up does not allow for sufficient discipline. The boys get away with numerous pranks, lies, and exploitations. The whole staff is responsible for this deplorable condition. Certainly, it does not help a boy to become responsible if he is allowed to get by continually with ill conduct. It is not helpful for a boy to come to feel that his social worker has helped him get away with something he knows is unacceptable.[9] So many people seem to believe that longsuffering patience and kindness will bring a boy out of his apparent state of indifference and deficiency of emotional content. This may work in some instances, but in others it serves only to provide a boy with an opportunity for taking advantage of one's decency. It may seem to be unchristian to be severe, but it is far more unchristian to allow a boy to add to his delinquent ways and thus wreak more havoc on society. The independent adolescent is bound to react against a set-up which seems to make him more not less dependent. Punishment should be used to help a boy accept life, not because the staff wishes to get even with him or control him, but because good discipline stresses the realistic facing of problems. If we

---

[9] Erma Blethon "Supervision of Students in Case Work with Delinquents," Family, March, Vol. XXI p.26 1940

are too lenient boys may feel that it does not matter what they do; therefore, they decide they might as well have fun being bad. When these boys leave the confines of the Inn they have to face a work which will demand that they meet responsibilities and that they discipline themselves. It is unfair to them if they are allowed to exist in an environment which does not make these same demands upon them.

To get back to the case worker in this problem of discipline. John Slawson says that often the supervision and discipline of an institution become confused with case work treatment, and when case work is attempted the sole goal may be social conformance and supportive treatment. The deficiency of emotional content of certain clients makes some cases inoperable from the point of view of psychotherapeutic case work.[10] Because of poor cooperation among staff people the case worker of the Inn actually has to hand out much more discipline than is conducive to the attainment of good case work results. The upshot of this is that confusion exists in the minds of boys as to who are the disciplinarians and who are the case workers, and prevents the establishment of good client-worker relationships. Mixing of case work and disciplinary functions is fatal. Such a mixture does not meet minimum requirements of casework treatment.[11]

---

[10] John Slawson, "Case Work in an Authoritarian Setting," Mental Hygiene, January 1939 pp. 70-80

[11] Ibid.

Because of disciplinary hindrances the case work impression is poor. "One gets the impression of a feeble attempt to make an inferior vehicle fit as nearly as possible the model of what appeared to be a superior method." [12]

The Inn staff has devised no effective methods for carrying out discipline. The few methods that have been attempted have been a failure. The boys do not mind the penalties invoked and continue to misbehave. Because of staff laxities the boys often miss penalties and as a result keep on trying to get away with whatever they can. Not one disciplinary measure has proved to be really effective. Most penalties are not automatic. Consequently, long discussions ensue between the boys and the staff members. Often this means that the boy is excused from his penalty by promising falsely to be well-behaved if given another chance. This philosophy of giving them one more chance has proved fatal to the discipline of the Inn because the boys take advantage of it. The discipline is inadequately carried out because of the conflict between theology and case work principles on one side and effectiveness and efficiency on the other. Considering present conditions it is debatable whether good disciplinary measures could be devised as long as boys stay at the Inn in spite of their disrespect of authority. Some

---

[12] "Institutional Child Care," op. cit. October, 1939 P. 17

of these boys seem to be isolated personalities and with their unsocial and aggressive behavior they lack patterns for giving and receiving affection. Such egocentric boys quickly exhaust the resources of the Inn. Then there is nothing left for them to do but to have one glorious time acting wild and free. To many boys coming to the Inn the noise, confusion, and clash of personalities is most disconcerting and detrimental. For many boys the Inn serves only as a place on which they become dependent. Boys will often admit this fact. They will also state that Inn staff people are soft and easy to exploit. With so few disciplinary resources to turn to the staff is confronted with an obstacle which seems to negate many of the case work efforts. Some boys sink to a level lower than the one on which they entered because of the inadequacy of supervisory and disciplinary resources. Such conditions are not fair to the boys, to the staff, nor to referring agencies.

The writer has commented freely because when one judges the case work of an institution one should be aware of conditions which may severely hamper the achievement of case-work goals. In all fairness to the case worker these conditions must be presented. "In the absence of suitable conditions the aim of meeting the individual child's problems becomes a phantom, a will-of-the-wisp which may be pursued in abstract discussion, but without the substance of reality."[13]

---

[13] Coleman, Op. cit., January 1940 P.9

CHAPTER EIGHT-----CONCLUSIONS AND RECOMMENDATIONS

The writer would like to conclude by calling attention to some limitations which he believes present themselves in the organization of the Inn and which apparently hinder the realization of many of the Inn's case work aims. In a very general way the writer hopes to point out a few positive suggestions which if carried out might bring about better case work results. The writer is not at variance with the aims of those at the Inn who are trying to alleviate social problems. The work that they wish to accomplish is worthwhile and significant to society. The writer does disagree with many of their policies since he is of the opinion that these self-same policies tend to defeat the very aims upon which their existence is justified.

The writer's greatest contention is that the Inn is continually biting off more than it can chew. The writer believes that the case work department is sufficiently trained to handle many of the problems that face it, but it is overwhelmed by the number and the variety of demands made upon it. The writer does not disagree with the case work efforts that are made because by the measure of commonly accepted case work methods and standards the efforts are well directed. No institution, however, is fulfilling its obligations unless it does a job better than any other institution or community resource. The aim of case work treatment in the

institution must be to attempt to meet the needs of each individual child as they could not be met by a foster home, by the child's own home, or by some other community resource. This is the basis upon which the case work treatment must be evaluated.[1] The case work goal is to make possible the development of a happy, adequate, adult personality by providing the boy with the experiences of an educative and therapeutic value.[2]

In the estimation of the writer the Inn is failing to move toward its case work goals because: 1. It tries to meet the problems of too many boys; 2. It attempts to meet the problems of an insufficiently well-selected group of boys; 3. It tries to meet too great a variety of problems; 4. It encounters great difficulty in dismissing boys to some other community resource after they have exhausted the resources of the Inn; 5. It is attempting to meet some problems which it is incapable of handling; 6. It is not equipped to give boys sufficient individualized case work attention. The above six statements are not the only reasons for the apparent failure of the Inn to meet the problems which its case work department is ostensibly organized to meet. Rather they seem to stand out more prominently than some that could be enumerated. Many of these are not isolated failings but are interrelated with each other.

---

[1] "Standards of Foster Home Care in Institutions"op.cit.
[2] Crissy op. cit.

The writer is convinced that under present conditions one of the most potent limitations of the Inn is what may be called the general inadequacy of material facilities. This condition is undoubtedly due to the fact that the Inn has too large a number of boys living within its walls. This restriction manifests itself in the following ways: 1. poor outlets for recreation, 2. insufficient work for boys who must earn all or part of their maintenance, 3. general overcrowding, 4. insufficient offices, 5. cramped offices, 6. inadequate sleeping arrangements, considering the number of boys the Inn often houses, 7. inability to administer appropriate discipline, 8. constant difficulties in coordinating the staff to produce an efficient and effective administration, 9. too frequent over-lapping of the duties of various staff members.

In the opinion of the writer the staff is not adequate for handling the number and variety of demands made upon it. During most of the period that I have witnessed the functioning of the Inn two full time case workers and a student case worker were employed. The fact that one of the full time case workers was the Director who was constantly busy with conferences and problems of administration meant that he was not able to give sufficient case work attention to the problems presented by boys on his case load. The ill effect of this condition was expressed by various boys who complained that they could never see their case worker and that their

case worker never seemed to have the time to become really interested in their problems. For some time the writer has felt that the director should give up all the boys on his case load and spend his time on administrative procedures. The writer is glad to relate that recently the Inn has hired another case worker, and the Director has turned his case load over to him. Although the change has brought about an improvement conditions do not seem to be satisfactory. The new case worker is on a part time basis until summer and cannot be expected to bring about the improvement that may come when he becomes a full time worker.

The junior staff people seem too young, have had little experience in social work, and for the most part do not plan to settle down in and adjust to the type of work required of those definitely desirous of meeting the problems of the mid-adolescent boy. The writer is in favor of an older, more mature staff, who because of their age, experience, and prestige can command the respect of the boys among whom they work.

The writer's supposition that the Inn staff is overburdened by the demands of from fifty-five to seventy-five boys is borne out by evidence of: 1, confusion as to functions of various staff members, 2. difficulties encountered in attempting to coordinate the work of the staff, 3. insufficient discipline, 4. inadequate supervision, 5. constant bickering between staff members.

Is there a solution to these problems which the writer believes exist? There may not be a solution, but there can be an improvement. It is not the purpose of the writer to attempt to give suggestions which sound like cure-alls, but rather to discuss steps which may lead to the realization of a better functioning agency. It is quite possible that due to the apparently haphazard development of the Inn many of the conditions described could not have been prevented. The significant fact is that certain conditions do exist and need to be rectified. The writer feels that the time has come for the Inn to take account of stock and to make a fresh start---a start that would help it to fulfill its mission more adequately, that would allow the case worker to function more effectively according to generally accepted casework standards, and last, but not least, that would help to reestablish more of these boys in society, better able to cope with life situations.

In the humble judgment of the writer the most outstanding need of the Inn is a better intake policy. In the last analysis many of the problems that have been described seem to be merely the symptoms of a larger ailment, namely an indiscriminate intake policy. The existence of this indiscriminate intake policy can be partially explained by the fact that when the Inn was first organized it catered solely to transients. As time went on other agencies began to use it as a community resource until finally a vast number

of agencies keep it in mind as a possible resource. The result of this haphazard growth has been that the Inn does not seem to have any definite intake policy. At least, few of the staff are aware of one if one exists. This situation has proved a great hindrance and has made it very difficult for the case workers to do what they have wanted to do in the best way possible. Literally, the Inn has not had an opportunity to use other community resources because it has been so busy being a last ditch community resource for many of the social agencies which have failed with their worst cases and consequently, wish to find any resource which will rid them of these problems. Many times the Inn graciously accepts boys referred to them by other agencies, and then when the Inn finds that it can do nothing with the boys it suddenly finds that the referring agency has left the case for the Inn to handle as best it can. Once the referrals to the Inn have been made the referring agency may skip town, as it were.

> An institution implicitly assumes the task of providing a substitute for home and family life. The state may assume the institution's competence by virtue of little else than the institution's willingness to accept responsibility. 3

The above statement is directly related to the hindrances involved in meeting the case work needs of boys at the Inn. Evidence has demonstrated that many state agencies dump their

---

3 Coleman, op. cit., February, 1940 P.15

cases on Goodwill Inn and give them little thought once dumped. Of course, unlike some agency referrals one can ask the state to remove a boy since the state is legally responsible. This is not too easy since the Inn willingly accepted the boy in the first place. Often the state asks the Inn to give the boy another chance or to keep him on until they can find a new place for him. This does not work out because they forget and let the boy stay or admit that they can think of no other place to put him. Many of these state wards have repeatedly failed in foster homes and are too old to be accepted again. They remain at the Inn and become useless to the Inn, to themselves, and to society. Such situations have an extremely bad effect on the general morale of the Inn, especially upon other boys.

Another example of the difficulties thrust upon the Inn case work is that of the boy who is on parole from a state correctional school. After these boys have served their sentences they are expected to take their place in the community. They are told to find a job and to adjust satisfactorily to community standards or be sent back to a correctional school. Many of these boys are sent to the Inn. While they are there they may go out looking for a job, or they may just complete the hours of work which are required for their maintenance. They may even fail to accomplish this task. If they fail to adjust they tend to hand on at the Inn, and amount to very little. Finally, after such

poor adjustment, the parole board may remove the boy. Again if this type of boy cannot be reached by the case worker he tends to become a destructive rather than a constructive force during his stay at the Inn. His worldly wise air serves notice that he does not expect to be disciplined nor does he feel obligated to fulfill any menial tasks requested of him.

Then there are the cases of the boys referred by such a place as the Boston Psychopathic Hospital. A boy may be sent to the Inn for observation and study purposes. The hope is that he will adjust favorably to group living. Often subsequent circumstances prove that the Inn is not the best place for him, but here again, the referring agency is apt to state that they would like the Inn to keep him since they can think of no other place to send him.

The above are just a few examples of the problems thrust upon and accepted by the Inn. The writer contends that the Inn should have an intake policy which is more selective. Many of the boys received for care are too young, and some are too old. The mixing of boys who differ vastly in age and life experiences would seem to be detrimental to accepted case work efforts. Many of the boys accepted present problems which the Inn is not equipped to handle. No matter how excellent its programs may seem to be the Institution's place in the child welfare field is not justified unless it can justify its special services for every child under its

care. The intake policy of an institution should be an index of its treatment facilities. Children who do not come within the classification decided upon by the institution as its field of service should be received for emergency care only. [4] Many mistakes are made in placing boys, and the Inn must continually take time out to re-evaluate its work to see whether a boy is being served by continuing his stay. Re-evaluation must take place else boys will unjustly remain. The admission of those who cannot respond to treatment or care offered them creates difficulties for a staff trained to the philosophy of helping. This causes friction between case worker and the administrators. It is unfair to the case worker, the rest of the staff, and to the rest of the children who may suffer by it. As a result of an unselective intake policy we have a large number of boys being sent who are almost beyond the bounds of the psychotherapeutic form of case work which depends upon the medium of the relationship between worker and client, the form largely influenced by psychoanalytic thinking.[5] The nature of the setting also may prevent the establishment of relationships which are confidential and so essential as an effective beginning in a case work situation. Psychiatrist George J. Mohr questions

---

[4] "Standards of Foster Home Care in Institutions," op. cit. P.28

[5] Slawson, op. cit. P.70

the treatability of boys from the age of fourteen to twenty one by the usual case work methods when he states that if boys have repeatedly made poor adjustments to social situations and come into adolescence facing social problems they are apt to have extremely difficult time in handling present situations. They have built up a defense which reacts strongly against unpleasant and threatening situations. These reaction tendencies become organized as personality traits and are no longer amenable to ordinary case work procedures.[6]

At present the Inn seems to collect too many of the casework failures throughout the City of Boston. Boys coming to the Inn possess poor native endowment both as regards physical constitution and intelligence. Their lives have been chaotic and undisciplined. Their education has been meager. They come from inadequate homes and incompetent families. Many are derelicts and seem destined to sink to even lower levels of adjustment. In many cases we have little to offer them. Our program is not equal to the task of meeting their needs.

Often a boy is at the Inn some time before the Inn function is explained to him. He does not know what is expected of him. Many social agencies which use the Goodwill Inn fail/ to explain

---

[6] George J. Mohr, "Therapy With Older Children as Seen by the Psychiatrist, National Conference Proceedings of the National Conference of Social Work, 1940, p.353

the Inn programs and policies to the boys whom they refer. The chief reason for this seems to be that very few social agencies are aware of what the Inn is attempting to do or of what possibilities it offers boys. Consequently, they refer a boy with little else than hope that the Inn can do something for him and thus relieve them of further responsibility. If referring agencies were really interested in the welfare of those sent to the Inn they would make a more concentrated effort to determine the advisability of referring boys there. Major problems arise at the Inn because many agencies take it for granted that the Inn will accept any boy they wish to refer. The Inn is also to be criticized for allowing such conditions to exist as I have previously hinted. Social agencies cannot expect the Inn to take care of much of the residue of problems from their agencies. It all may boil down to a community problem, but the Inn should not be unduly hampered by it. Why should the Inn be hindered from realizing its aims by taking care of other agency failures? One may hint that the function of the Inn is to accept boys for the purpose of helping them and elevating them. This may be true, but the Inn cannot do this with a multitude of hopeless cases.

Earlier in this chapter it was stated that many of the existing problems of the Inn seem to be merely symptoms of an indiscriminate intake policy. Mere changes in intake policy may not cure the ills that the Inn is subject to,

but the writer believes that such changes would bring about a vast improvement. Certainly if the staff and material facilities of the Inn are inadequate for coping with the number and variety of problems something should be done to ameliorate such a condition. This condition might be reduced by having an intake policy which would limit the number of boys served and be selective with regard to the types of problems accepted. In connection with the foregoing it is interesting to note that when the Rhyther Child Center of Seattle, Washington was established the following points were stressed: Limit the number of cases; Select those most likely to respond to the treatment offered; Avoid chronic cases and those bordering on the psychotic; Eliminate those who are too old and less likely to respond to treatment, and those who have had long or repeated periods in correctional schools; Omit those of too limited an I.Q.[7]

An institution which attempts to meet the problems of many boys must possess a good disposal policy as well as a good intake policy. The Inn has been woefully lax with regard to an adequate disposal policy. I have pointed out that it has been faced with many difficulties when it wished to discharge a boy because it does not know to what

---

[7] Lillian Johnson, "The Use of the Small Institution in Treatment of Personality Problems," Proceedings of the National Conference of Social Work, 1938 pp. 674-684

community resource to turn. The caliber of many of the boys provides a block to further referral once the boy has been referred to the Inn. Many of these boys, especially the boys from the Division of Child Guardianship and the Massachusetts Boys' Parole, quickly exhaust the Inn resources and then stay on at the Inn beyond a period which is beneficial to the Inn residents and to the boys themselves. Often the Inn accepts a boy and after a period discovers that it is offering him little. The Inn then may try to turn the responsibility over to the agency which referred him. This agency may consider that the Inn has taken the boy for an indefinite period or it may beg the Inn to let the boy remain simply because they have no other resource. The agency has been weak in that it has not made these other agencies share responsibilities for a sufficient length of time. The Inn has been careless when accepting referrals and other agencies have taken advantage of it. This is not mere speculation but based on conversations actually engaged in by the writer which have revealed this prevailing attitude.

The Inn must seek to discharge as rapidly as possible those boys whom it is no longer effectively serving and can no longer effectively serve. Boys that are allowed to remain longer than is beneficial, degenerate and cause confusion throughout the institution. It is possible that the Inn could perform as great community service by becoming a

clearing house. Social agencies of Boston could send boys for observation and study purposes, and if it seemed wise the Inn could keep only those boys who could profit from such a program as the Inn staff and equipment were adequate to handle. By limiting and selecting promising cases for intensive work the Inn could perform an excellent case work service. If a careful diagnosis of a boy's situation demonstrated that the Inn was not the place for him, every effort would be made to remove the boy to some other community resource as soon as possible. The unpredictability of treatment success is less as we inspect the human material we have to treat with its constitutional deficiencies, the past influences that have been brought to bear upon the individual, the present conditions in which he exists, and his temperament diagnosis.[8] It is essential that we avoid useless effort by the use of an adequate method of diagnosis as preliminary to treatment, yet we must not forget immediate needs as we become interested in observation and study techniques.

> "Limits to the field of treatment will determine the depths of diagnosis necessary for the direction of treatment. Agency function is not merely an external limiting force but a dynamic directing agent in the practice of case work" [says Helen Taussig] "An agency is set up to perform certain functions, and unless the client's needs fall within these functions, the agency case worker cannot assist him. Such an attitude helps to

---

[8] Mohr op. cit. pp. 352-363

> define and limit the efforts at treatment and helps the client and does not give him the false impressions that he can be helped by the institution when it may be impossible to help him."[9]
>
> Experience has shown that it is the qualitative equipment of the case worker, the integration of the worker's diagnostic skill, which tests the practicability of the case work services rather than adherence to long drawn out procedures.[10]

These two factors together burden the case worker with problems and situations which should not be demanded of him.

Few people and few social agencies are aware of the nature and function of the Goodwill Inn. As a result, few have any understanding of what social problems it attempts to meet and what problems it is equipped to meet. The writer feels that if social workers in Boston were more aware of the limitations and the possibilities inherent in the Goodwill Inn organization, fewer misplacements would be found at the Inn.

---

[9] Helen P. Taussig,"Treatment as an Aid to Diagnosis" Family, Volume XIX, p.289, January, 1939

[10] Social Work Year Book 1940, p.521

Hartl, Emil M., "The Goodwill Inn Boys' Project", Unpublished Pamphlet, Boston.

Hutchinson, Dorothy, "Case Work Implications in the Use of Money in Child Placing", _Proceedings of the National Conference of Social Work_, Page 334-352, 1940

Institutional Child Care Committee of Social Work Today, Institutional Child Care, October, 1939.

Johnson, Lillian, "Case Work With Children in Institutions", _Proceedings of the National Conference of Social Work_, Chicago: University of Chicago Press, 1940. pages 335-343.

Johnson, Lillian, "The Use of the Small Institution in Treatment of Personality Problems", _Proceedings of the National Conference of Social Work_, Chicago: University of Chicago Press, 1938. pages 674-684.

Johnson, Lillian, "What We Learn From the Child's Own Psychology to Guide Treatment in a Small Institution", _Proceedings of the National Conference of Social Work_, Chicago: University of Chicago Press, 1938. pages 313-326.

Mohr, George J., "Therapy With Older Children as Seen by a Psychiatrist", _Proceedings of the National Conference of Social Work_, New York: Columbia University Press, 1940. pages 352-363.

Muntz, E.E., _Urban Sociology_, New York: MacMillan Company, 1938, Part V.

Sheldon, William H., _Psychology and the Promethean Will_, New York: Harper Brothers, 1936.

Sheldon, William H., _The Varieties of Human Physique_, New York: Harper Brothers, 1940.

Slawson, John, "Case Work in an Authoritarian Setting", _Mental Hygiene_, January, 1939. Vol. XXIII, pages 70-80.

Social Work Year Book, page 521-525, 1940.

"Standards of Foster Home Care in the Institution", Child Welfare League of America, New York. 1937.

Taussig, Helen B., "Treatment as an Aid to Diagnosis", _Family_, Volume XIX, pages ~~289~~, March, 1939. 289-295.

Verry, Ethel, "Problems Facing Children With Relatively Long Periods of Institutional Care", _Proceedings of the National Conference of Social Work_, Chicago: 1938. pages 684-696.

BIBLIOGRAPHY

Aichorn, August, Wayward Youth, New York: Viking Press, 1935.

Baylor, Edith M.H. and Monachesi, Elio, The Rehabilitation of Children, New York: Harper's, 1939.

Bernstein, Saul, "Contributions of Group Work to Individual Adjustment", Family, March, 1939. Vol. XX, pages 21-24.

Blothen, Erma, "Supervision of Students in Case Work With Delinquents", Family, March, 1940. Pages 26-31.

Coleman, Jules V., "Institutional Child Care", Social Work Today, Volume VII, January 1940, and Volume VII February, 1940. pages 7-10, pages 13-17.

Crissy, Orlo L., "The Child in the Institution", Pamphlet of the Child Welfare League of America, New York. 1937.

Deming, Julia, "Foster Home and Group Placement", American Journal of Orthopsychiatry, July, 1940. Vol. X,,pages 586-595.

Derrick, Calvin, "The Institution as an Interlude in Community Adjustment of Problem and Delinquent Children", Proceedings of the National Conference of Social Work, 1936. pages 470-481.

Foster, Sybil, "Coordination of Institutional Care of Children with Other Services in the Community", Proceedings of the National Conference of Social Work, Chicago: University of Chicago Press, 1936, pages 548-562.

Foster, Sybil, "Mental Health Needs in Children's Institutions", Bulletin of the Child Welfare League of America, Number 14, July, 1937.

Healy, William and others, "Problem Child in Foster Homes", Reconstructing Behavior in Youth, New York and London: A.A. Knopf, 1929.

Hartl, Emil M.,"Annual Report to the General Advisory Committee for the Charles Hayden Goodwill Inn" Boston:1941

Hartl, Emil M., "Charles Hayden Goodwill Inn for Boys", Unpublished Pamphlet, Boston.

Hartl, Emil M.,"Goodwill House", Unpublished Pamphlet, Boston.

Hartl, Emil M., "Something New in Camping", Unpublished Pamphlet, Boston.

4771-1 mw

F. J. B. & Co.
OCT. 1941
BINDERS

BOSTON UNIVERSITY
1 1719 02557 2118